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Miami-Dade County, Florida

RFP No.

OPERATION OF WATERSPORTS CONCESSION AT CRANDON PARK

2.0 Scope of Services

The Licensee shall operate a water sports Concession at Crandon Park located at 6747 Crandon Boulevard, Miami, Florida 33149 in accordance with the provisions of any agreement issued as a result of this solicitation. The water sports Concession area is located between pristine Bear Cut Nature Preserve and a world renowned swimming/sunbathing beach.

2.1 Background

Miami-Dade Parks, Recreation and Open Spaces (PROS) is one of the busiest and largest leisure service agencies in the United States. Each year, 25 million people use PROS's system to safely recreate, enjoy nature, become more physically fit, and to connect with neighbors, friends, and pets.

The Licensee shall provide a safe, high quality and customer-oriented operation with well-maintained equipment and experienced staff, and offer diverse programs and services normally associated with the water sports industry. The Licensee shall operate the Concession and supervise/instruct its customers in a manner that keeps beach patrons safe and so that its customers adhere to strict guidelines as it pertains to the protection/preservation of the ecologically sensitive Nature Preserve/sand dunes, and that fully conforms to the Crandon Park Master Plan ("CPMP"), as such plan may be amended from time to time.

Examples of services to be provided include the following:

- Stand-up paddleboard rentals and instruction.
- Kite boarding rentals and instruction.
- Kayak Rentals

2.2 Site Description Watersport Activities Crandon Park:

Operations at Crandon Park are to be based out of the North Concession building located at the north end of the Crandon Park beach area and shall include the surrounding beach and water area ("Site"). See attached Site Maps (Appendix B - Exhibits A1, A2 and A3) – Crandon Kiteboarding area exhibits with information concerning the following:

2.2.1 Kayak and stand-up paddleboard Activities

The kayak and stand-up paddleboard designated launching/landing area shall be located east of the North Concession Building, between lifeguard towers #2 and #3 and marked by buoys. Rental customers for these activities shall be instructed to only enter/exit the water in this area and to stay clear of the swimming areas on either side of the launching/landing area. Kayak/paddle boarders will be instructed by the Beach Marshal to stay north of lifeguard tower 3, maintain a minimum distance of 300 feet (100 yards) from the shoreline at all times, and a maximum of 600 feet (200 yards) from shore. Rental kayaks and stand-up paddleboards may not travel south of the launching/landing area nor may they approach the shore anywhere along Crandon Beach other than the designated launching/landing

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area. Rental kayaks must stay clear of any group activity near the shore on field trips with the Nature Center. The Beach Marshal shall restrict areas where patrons may go based on their ability to return safely to the designated launch area.

A maximum of 15 stand-up paddleboards and 25 kayaks will be allowed on the water at any given time. These limitations may be reviewed by PROS at the request of the Licensee. The Licensee may seek PROS approval in advance for a temporary increase to accommodate special events.

2.2.2 Kiteboarding Activities

2.2.2.1 Kite boarders must possess a minimum of IKO and/or PASA Level 3 or above certification to kiteboard out of Crandon Park without an instructor.

2.2.2.2 Patrons enter through the north beach entrance paying the appropriate fee.

2.2.2.3 Kiteboarding activity may not take place until a lifeguard is on duty in Lifeguard Tower 1, 2, or 3.

2.2.2.4 The Kite Boarding Concession is open.

2.2.2.5 A Beach Marshal is present to sign in patrons and ensure rules are followed

2.2.2.6 A maximum of 25 Kite Boarders are allowed on the water at one time

2.2.2.7 Kiteboarding activities stop when the Lifeguards leave the towers and must exit the park by sunset as with all park patrons

2.2.2.8 A maximum of 25 kite boarders shall be allowed in the water at any given time. These limitations may be reviewed by PROS at the request of the Licensee. The Licensee may seek PROS approval in advance for a temporary increase to accommodate special events.

2.2.2.9 It is the responsibility of the Licensee to maintain this control and advise others not to enter the water.

2.2.2.10 There shall be no activity of any kind allowed north of lifeguard tower #1, this area known as Bear Cut Preserve is a protected natural area. The Beach Marshal shall restrict areas where patrons may go based on their ability to return safely to the designated launch area.

2.2.2.11 Kiteboarding Entrance Procedures - Specifically

2.2.2.11.1 The kiteboarding designated launching/landing area shall be restricted to north of the North Concession Building, between lifeguard towers #1 and #2. Rental patrons or students taking lessons for this activity shall be instructed to only enter/exit the water in this area.

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2.2.2.11.2 Kite boarders may travel either north or south, but must maintain a minimum distance of 600 feet (200 yards) from the shoreline at all times when not launching or returning to the shore (the Licensee will place marker buoys to mark the 600 foot minimum distance to aid kite boarders in maintaining a safe distance).

2.2.2.11.3 To the north of lifeguard tower 1, the Licensee shall direct kite boarders to stay east of a line of distinctive sandbars. Kite boarders must maintain a minimum of 900 feet (300 yards) from swimmers, paddle boards, kayaks, groups on Nature Center field trips or Eco Adventures™ guided tours.

2.2.2.11.4 For the safety of our beach patrons and the preservation of Crandon Park's Natural areas, we have a zero tolerance rule. Any Kite Boarders in the swimming area or in the Bear Cut Nature Preserve will be asked to leave for that day by the Licensee.

2.3 Qualifications/Training

The Licensee has:

- 2.3.1 Five (5) years of diverse experience in kite boarding, paddle boarding and water sports programs;
- 2.3.2 Knowledge of business operations and the legal requirements associated with this type of operation;
- 2.3.3 Experience in the design, permitting and operation of a water sports area;
- 2.3.4 Adequate financial capacity to develop the Site and maintain operations;
- 2.3.5 Ability to acquire and maintain required licenses to operate the water sports area;
- 2.3.6 Open Water Lifeguard Certification;
- 2.3.7 CPR/First Aid Certification;
- 2.3.8 IKO or PASA certification utilizing IKO or PASA certified instructors.
- 2.3.9 All Licensees' employees must be approved by MDFD Lifeguard Chief and the Crandon Park Manager before operating an ATV or watercraft. Additionally, the Licensee's employees who will operate motorized boats (for assisting with rescues and other emergencies, as required) shall complete the following:

PWC Vessel Training
Approved ATV Training
Safe Boating course (only applicable for boat operators)

Note: All required certifications must be in place prior to the start of operations of the water sports Concession. The required certifications are a continuing obligation of the Licensee throughout the duration of any agreement issued as a result of this RFP. A copy of the required certifications must be provided to PROS prior to the start of any watersports activities and kept current.

2.4 Staffing Requirements

Management - One (1) Manager is required to be on Site during all hours of operation. The Manager must have the qualifications stated in Sections 2.3.2 through 2.3.9. Staffing levels may not include instructors.

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2.4.1 Paddle Board and Kayaks minimum staffing levels before activity may begin are as follows:

2.4.1.1 Weekdays - The minimum staffing levels required to rent paddle boards and kayaks is one (1) interior Concession Attendant (Manager may be used as the Concession Attendant in this case only) and one (1) Beach Marshal that is required to be located on the beach at the launch and returning location.

2.4.1.2 Weekends/Holidays - The minimum staffing levels required to rent paddle boards and kayaks is one (1) interior Concession Attendant and one (1) Beach Marshal that is required to be located on the beach at the launch and returning location.

2.4.2 Kiteboarding minimum staffing levels before activity may begin are as follows (wind speeds are based on the Kite Surfing/U of M recorded wind speeds or those agreeable to Licensee and PROS):

2.4.2.1 Weekdays - Weekday wind speeds exceeding 12 mph requires a minimum of one (1) Beach Marshal to be located on the beach at the launch and returning location and one (1) Concession Attendant. Weekday wind speeds of 19 mph to 24 mph requires a minimum of one (1) Bear Cut Preserve/Swim area monitor, one (1) Beach Marshal that is required to be located on the beach at the launch and returning location, and one (1) Concession Attendant. Weekday wind speeds from 25 mph to 29 mph requires a minimum of one (1) Bear Cut Preserve/Swim Area monitor, one (1) check in staff member, one (1) Beach Marshal that is required to be located on the beach at the launch and returning location, and one (1) Concession Attendant

2.4.2.2 Weekends/Holidays - Weekend/Holidays wind speeds of 12 mph to 18 mph requires a minimum of one beach front sign in staff member, one (1) Beach Marshal, and one (1) Concession Attendant. Weekend/holiday wind speeds of 19 mph to 24 mph requires a minimum of one Bear Cut Preserve/Swim Area monitor, one (1) beach front sign in staff member, one (1) Beach Marshal, and one (1) Concession Attendant. Weekend/holiday wind speeds from 25 mph to 29 mph requires a minimum of one (1) Bear Cut Preserve/Swim Area monitor, one (1) check in staff member, one (1) Beach Marshal, one (1) Concession Attendant, and one (1) on Water Monitor.

2.5 Operation and Quality of Services

2.5.1 Licensee shall ensure that all patrons using kite boards, renting kayaks and standup paddle boards are of a sufficient skill level to adequately operate the craft, know how to execute proper safety procedures and are capable of returning to the designated area safely.

2.5.2 Detailed maps (Appendix B) clearly state the strict areas allowed for water sports activities. There is a zero tolerance protocol, enforced by the Licensee, for all individuals participating in water sports activities, who enter the Bear Cut Preserve, enter sand

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dunes, enter beach areas, ignore launching/landing designated areas or violate the distance from shore restrictions. Excessive winds, unfavorable winds, inadequately trained customers and staff, understaffing etc. are not valid excuses for violations of the strict operational rules. Strict compliance with the zero tolerance protocol will require the appropriate staffing levels and equipment (megaphones, 4 x 4 ATV, wave runner, etc.) for supervision of the Licensee's patrons. The water sports Concession shall close immediately if the Licensee is unable to supervise its patrons to a level acceptable to the Park Manager.

- 2.5.3 Individual kite boarders that come and practice their sport with their own equipment in the designated kite boarding area must follow the kite boarding safety guidelines set by Crandon Park. It shall be the duty and obligation of the Licensee to enforce those safety guidelines.
- 2.5.4 Licensee instructors shall provide adequate and proper kite boarding instructions to insure that participants are familiar with Crandon Park rules governing kite boarding and that they have an understanding of the basic skills necessary for kite boarding and can demonstrate those skills to the instructor's satisfaction. Licensee shall at all times maintain supervision on the beach to watch and ensure that kite boarders comply with all applicable rules and regulations regarding use of Crandon Park. Please refer to 2.2.2.1. above pertaining to requirement to kite boarding at Crandon Park without an instructor. Minimum Supervision/Staff requirements are weather dependent. Additional/more specific requirements are included in the attached Concession Agreement.
- 2.5.5 Licensee shall require all kayak renters, paddleboard renters, kite boarding members, daily guests, patrons that are renting kite boarding equipment from the Licensee and/or are obtaining kite boarding instruction from Licensee to sign a waiver and full release of liability form against the County, its agents and employees ("Waiver") which will be provided by the Licensee and approved by PROS. The Licensee shall provide a signed, updated monthly, set (copy) of full release liability forms at the Crandon Park office. New forms will be required to be signed by patrons on a yearly basis. The Licensee agrees to keep and store in a safe location all such Waivers for the entire term of this Concession Agreement and, at the expiration or earlier termination of this Concession Agreement, to deliver all such records to the PROS at Crandon Park Office.
- 2.5.6 Licensee shall require all kayak renters, paddleboard renters, kite boarding members, daily guests, patrons that are renting kite boarding equipment from the Licensee and/or are obtaining kite boarding instruction from Licensee to sign a detailed set of Crandon Park Kite Boarding Rules with map showing approved activity sites and prohibited areas provided by the Licensee and approved by PROS. The Licensee shall provide a signed, updated monthly, set (copy) of signed rules at the Crandon Park office. New forms will be required to be signed by patrons on a yearly basis. The Licensee agrees to keep and store in a safe location all such forms for the entire term of this Concession Agreement and, at the expiration or earlier termination of this Concession Agreement, to deliver all such records to the PROS at Crandon Park Office.

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- 2.5.7 Licensee shall require all members and daily kite boarders to sign in before entering the designated kite boarding area between lifeguard tower 1 and 2 and out before leaving. The sign in/out sheet must include printed name, date, time in, time out, member number and description of the kite.
- 2.5.8 Provide an operation that is safe and customer-oriented with prompt complaint resolution by well-trained and professional staff.
- 2.5.9 Provide high quality customer service and reasonably adjust program and service offerings to meet customer demands, including establishing regular hours of operation, subject to approval by PROS.
- 2.5.10 Provide all services, and concessions prices must be approved in advance by PROS. Such services, types of concessions, and charges may be modified only by written request of the Licensee to PROS and upon approval by PROS. Such approval shall be in writing at least 30 days prior to implementation of the modification.
- 2.5.11 Pay for all operating expenses associated with the day-to day operations of the water sports area. This shall include utilities expenses. The Licensee shall pay \$200.00 per month to cover utilities and trash removal.
- 2.5.12 Install and maintain signage in accordance with the Crandon Park Master Plan and Article 7, and as approved by PROS. At a minimum, signage shall include hours of operation, fees, map of permitted usage/prohibited areas and required safety requirements.
- 2.5.13 Supply, within 15 days of the Notice to Proceed date, and maintain an Operations manual to be approved by PROS.
- 2.5.14 Include in Operations Manual an emergency plan and hurricane plan, to include how the Licensee shall handle accidents, emergencies and how it will secure the Site in the event of an emergency/hurricane.
- 2.5.15 Ensure that employees are distinctively uniformed and with name tags so as to be distinguishable as the Licensee staff and not PROS employees.
- 2.5.16 Promote the Park's offerings through marketing and the quality provision of all concession services with the highest level of service to the public. Promotional flyers or advertisements for special events shall include the Miami-Dade County or PROS logo. The Licensee shall submit sample or mock-up of such publicity or materials to PROS for review and approval.
- 2.5.17 Enforce strict adherence to federal, state and local safety guidelines required for all water sports, including requiring participants to wear U.S. Coast Guard-approved life

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jackets for all water sports; chest protectors, break-away tethers and helmets while kite boarding, and making such safety gear available for use at an approved rental fee.

- 2.5.18 Ensure the water sports area remains in safe, clean, and usable condition on a daily basis, to include, but not be limited to, removing debris from the water sports area and shoreline, inspecting and maintaining all equipment, and maintaining the Concession area, as well as performing regular trash collection and maintenance of the Site and associated grounds, etc., as applicable, at its own expense.
- 2.5.19 Take proper care of the facilities and use the same in a careful manner and shall, at its own expense, repair PROS property or facilities damaged by its operations.
- 2.5.20 Store equipment on Site in designated areas only. PROS will not be responsible for any loss or damage of the Licensee's equipment or supplies.
- 2.5.21 Licensee may place up to 20 chairs and 2 tables (PROS approved) east of the North Concession Stand for their customers use. Tables and chairs may not be rented and must be removed from the beach before the close of business each day. Licensee will be responsible for cleanup and trash collection/removal from this area by the close of business each day.
- 2.5.22 The Licensee may use a water trampoline weekdays only during summer camps provided they have proper supervision and it is anchored in an area of adequate water depth per manufacture recommendation at low tide. The water trampoline must be removed before the close of business hours daily and stored off the beach. Additional usage of the trampoline may be granted by prior PROS approval.
- 2.5.23 The Licensee must keep an emergency access roadway open and clean of use in front of the North Concession Stand and between Lifeguard Tower 1 and 2. They must purchase and install orange cones designating the area. The Licensee is responsible for ensuring the setup of the cones each day.
- 2.5.24 Operator shall have the right to sell non-alcoholic sports-type beverages and prepackaged snacks at the permitted premises. No ice cream, cooking or food preparation of any kind will be permitted on Site. Additional food concession items may be granted with prior approval of PROS.
- 2.5.25 Utilize an electronic cash register for all transactions. The cash register must have the ability to produce "Z" reports (i.e., sales totals for each day) and "X" reports (i.e., sales totals at any given time); run dual tapes, or have the ability to print out an itemized account of each transaction each day; and print the date and time on journal tape and on each individual sales receipt.
- 2.5.26 Develop a process for coordinating requests from the public or outside entities requesting use of the water sports area (e.g., for competitions, tournaments, or training

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purposes).

- 2.5.27 Employ a qualified, full-time on-Site manager or designee who will be available during normal business hours and be on call, at all times, for emergencies or other matters related to the water sports area.
- 2.5.28 The Licensee's working staff will be afforded free parking per a bi-weekly schedule provided to the Park Manager in advance. Separate from the 2 vehicles allowed to be parked at the north concession stand, all additional staff members are required to park their cars in the parking lot.
- 2.5.29 Provide additional services with associated fees by mutual agreement of the Licensee and PROS.
- 2.5.30 PROS reserves the right to schedule special events that may preclude the water sports area from operating during a given event. PROS will use reasonable efforts to notify the Licensee as early as possible of these special events, but in no event later than two weeks prior to the special event. PROS may also close the park during inclement weather conditions.
- 2.5.31 Removable sign(s) will be installed on-Site daily by the Licensee. Sign(s) will display: guidelines and boundaries, as well as registration requirements. Information signs shall be placed at the tollbooth North entrance and Crandon Park Office to remind patrons of necessary registration before riding and the maximum number of riders on the water. Signs shall be removed and stored at the time of closing.
- 2.5.32 All activities and operations of the Licensee must conform to and comply with Chapter 26, Park and Recreation Rules and Regulations and Article 7 of the Charter of Miami-Dade County, as well as the applicable rules and regulations of the Park.
- 2.5.33 Payment provisions are as stated in terms and conditions of the Agreement, including Articles 13, 14, 15, and 38 and any other payment related provisions therein. All paid activities occurring at the Concession or emanating from or utilizing Crandon Park in any way are considered part of Gross Receipts, as further defined in terms and conditions of the Agreement Article 26, for this Concession regardless of how the activity was arranged and includes via internet at any other location or through any other method.

2.6 Background Screening

In accordance with Miami-Dade County Ordinance No. 08-07 titled Chapter 26, Park and Recreation Department Rules and Regulations, Article III, The Shannon Melendi Act, all Licensee's personnel and volunteers that will provide any service at the Concession or related activities must be in compliance with the requirements set forth under the Act prior to the scheduled start of employment or volunteerism.

2.7 Lifeguard Requirements

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Licensee shall prohibit staff Kiteboarding, member/patrons Kiteboarding, Kiteboarding Lessons, Kayaking, Paddle Boarding or any other PROS approved watersport activity in their area of responsibility, without a Miami Dade Fire Rescue Certified Lifeguard occupying Lifeguard Tower 1 and/or 2 and/or 3.

2.8 Instructions/Lessons

- The designated area for lessons is a minimum of 300 feet from shore utilizing the sand bar that lies east of Lifeguard Tower 1 and extends to the north-east. Students may enter the teaching area from adjacent to Life Guard Tower 1 east, north east along the sand bar. Lessons are to be given along the eastern edge of the sandbar to the north and toward the east. No students or instructors are allowed to enter the Bear Cut Nature Preserve.
- Lessons may be given under the same strict rules and hours as documented in this Scope with one exception. From Memorial Day weekend through the weekend before Miami-Dade public schools start and Labor Day including WEEKENDS/HOLIDAYS, Basic Lessons, only, may be offered in the designated teaching area that does not include the usage of a board outside of the area between Lifeguard Towers 1 and 2.
- Instructors are not allowed to ride a board during summer weekends and holidays.

2.9 Hours of Operation

Licensee will be open daily at Crandon Park (unless inappropriate weather conditions do not allow kite boarding, kayak and paddle boarding). Kite boarding, kayak and paddle boarding are allowed only during regular hours of operation of the Licensee, when there are minimum staffing levels and lifeguards are present. With the exception of one (1) staff member and one (1) Manager, ALL patrons and staff MUST exit Crandon Park by SUNSET. It is the responsibility of the Licensee to inform its customers of this Crandon Park rule in advance of their participation in their prospective water sport. Additionally, it is the responsibility of the Licensee to cease operations and call in its customers from the water at the appropriate time to meet the Crandon Park closing deadline. The Licensee is responsible for all watersports activities occurring at the Concession.

The Licensee shall fly a distinctive color flag designating when the Concession is OPEN and fly a distinctive color flag designating when the Concession is CLOSED.

2.10.1 The specific hours of operation of the Concession will be as follows:

- During summer (from Memorial Day weekend to September, Labor Day) - weekdays only (Monday to Friday) from 9:30 AM to 6:30 PM.
- During fall (day after Labor Day until Eastern Standard day) all week and weekends from 9:30 AM to 6:30 PM.
- During winter (Daylight Savings day to one day before time change) - all week and weekends from 9:30 AM till 4:30 PM
- During Spring (from time change day to one day before Memorial Day) all week and weekends from 9:30 AM to 6:30 PM

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- 2.10.2 Licensee may not offer kite boarding to the public during weekends and holidays from Memorial Day weekend through the weekend before Miami-Dade County public schools start. The no kite boarding restriction shall include Labor Day weekend. Licensee shall not offer kite boarding, paddle boarding or kayaking during the annual County sponsored tennis tournament (Tennis Tournament) occurring at Crandon Tennis Center. No Kite boarding, including lessons, will be offered on Easter Sunday, Mother's Day and during the Tennis Tournament. Concession operation may close temporarily or for a period of time due to beach closures associated with weather, beach maintenance or water quality.
- 2.10.3 Licensee may request in advance to open outside of the hours of operations listed above under the following restrictions:
- Advance approval from the Park Manager; and,
 - A Miami Dade County Lifeguard is hired by Licensee through MDFD Special Events hiring process; and,
 - Concession operations do not begin before ½ HOUR AFTER SUNRISE AND extend beyond ½ HOUR BEFORE SUNSET.

2.10 Safety Closure of Kite Boarding, Kayaks and Paddle Boarding

Paddle Boarding and Kayaks - The Licensee shall cease the rental of paddle boards and kayaks under the following conditions:

- Unsafe wind speed (14 mph sustained)
- Unsafe waves
- Unsafe tides/currents

Kite Boarding

- Sustained wind speeds in excess of 30 Knots (34 mph) requires closure of kite boarding activities.
- Wind conditions occurring such that kite boarders are unable to stay out the minimum distance of 600 ft. from the beach.

Licensee MUST request permission to close the Concession stand in advance from the Park Manager. A sign will be posted by the Licensee at the toll booth when the Concession is closed due to inclement weather or for any reason that restricts the kite boarding, kayak or paddle board usage.

If the Licensee requests to close operations for any reason, it does not release them of the responsibility to provide adequate supervision of their area of responsibility. A staff member of the Licensee is required to be present during the hours of operation to inform its customers that the concession is closed.

2.11 Access and Use of Kayak Concession Building at Crandon Park by University of Miami

The Licensee will have access and use of the North Concession Building as part of this Agreement. The University of Miami (the "University") has been authorized by PROS to conduct ongoing tidal research at Crandon Park, which requires the placement of testing equipment in a secured closet located within the North Concession building. Licensee shall allow University of Miami personnel to access this equipment during normal business hours and to at no time

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interfere, tamper or in any way disturb the University's testing equipment or the University's access to the area containing the testing equipment.

2.12 Crandon Park Master Plan

2.12.1 Licensee shall review and at all times abide by the terms and conditions contained in the Crandon Park Master Plan. There shall be no logos, signs, banners, flags, balloons, vending machines or any other means of sales of promotion visible from outside of any structure, whether temporary or permanent. At the time of all events, temporary directional signs may be set up not sooner than the day before the event and these signs must be removed not later than the day after the last day of event. Such signs shall not include the names of sponsors. No logos shall be used on these signs. Signs shall not be placed in such a manner that they obscure any permanent signs, and in no case should they be nailed or otherwise fastened to any tree or existing sign. Signs shall not include electrical lighting, reflectors or any moving parts. The temporary directional signs shall be placed below the regular sign.

2.12.2 All advertising, promotion or merchandising, either expressed or implied, including but not limited to visual, organoleptic (taste and color), verbal or audio, shall be prohibited on exterior surfaces, and on the interior of windows if visible from any area surrounding the buildings or any areas within Crandon Park. Advertising, promotional, or identifying umbrellas, banners, balloons or similar devices, outdoor vending machines, or merchandise awnings, bench advertising and similar devices, shall be prohibited on Crandon Park.

2.12.3 There shall be no overnight vehicle storage and/or trailer storage of any kind in Crandon Park without advance approval by PROS.

2.12.4 All promotional literature, telecasts, broadcast, or any other advertising promotion or medium, including flyers, prepared or organized by Licensee for kite boarding, stand-up paddle boarding and kayaking at Crandon Park shall identify and credit its location as "Crandon Park, Miami, Florida."

2.13 Responsibilities of PROS

PROS will provide Licensee with two (2) parking spaces reserved for its vehicles, located at the North Concession Stand. Working staff members will be allowed to enter Crandon Park for free.

PROS will provide the Licensee with functional and operating shutters and doors at the time of Notice to Proceed. Licensee will maintain the building following inspection. The Licensee may request approval in advance through PROS for modifications of the building.